



Judicial Greffe & Viscount's Department

2010

Jersey Court Service Business Plan



*Building Professional
Excellence*



INVESTOR IN PEOPLE

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SECTION 1

INTRODUCTION BY THE JUDICIAL GREFFIER/VISCOUNT

We are pleased to present the Court Service 2010 Business Plan, the seventh of such plans to combine the business plans of the Judicial Greffe and Viscount's Department. This represents a continuation in the drive towards achieving ever improving integration of judicial services in the Island, a process which was commenced in 2002.

A great deal was achieved last year against the 2009 Business Plan, demonstrating the commitment of both Departments to attaining the highest standards of service, and the determination further to develop flexible and modern working practices. A more comprehensive account of these activities will be found in the 2009 Court Service Annual Report.

In addition, both Departments have continued to benchmark themselves against the Investors in People standard. As referred to later, this in itself is merely part of a journey of continuous improvement. Since November 2004, when it was first published, the Departments have been actively working with the revised version of the standard, and also have a member of staff who is now qualified to undertake Internal Review. Accreditation against the standard was reviewed in July 2007, and both Departments emerged from the process with flying colours (it was even suggested that the Court Service would make a good case study for other organisations in the Island). Work is currently in hand to align the Departments with the Investors in People work-life balance model and prepare for a further external review against the standard in 2010.

The 2010 Business Plan identifies key activities which will be undertaken, over and above the provision of the 82 main or primary services which are delivered across 12 functional areas. Some of these activities are entirely novel, some are undertaken at the request of external organisations, but most represent a continuation of initiatives commenced in previous years; all are focused on the drive to provide an efficient and effective service to our users. The Business Plan also takes account of the objectives of the Jersey Legal Information Board and the Judicial Strategy Group (with which the Judicial Greffe and Viscount's Department are closely associated).

During 2010, the Judicial Greffe is scheduled to take over responsibility for the Tribunals secretariat from the Social Security Department, thus expanding further the range of services that fall within the remit of the Court Service. Recruitment to the position of Tribunals Registrar is currently in train.

This Business Plan is complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides the detailed Action Plans for 2010 and beyond for the Court Service and indicates the human, financial and other resources required to support them. It also continues to be the key tool for monitoring both strategic and functional focus, and for driving performance management.

The Business Plan is set out as follows:

Section 1 provides background information about the Court Service.

Section 2a summarises the key objectives and priorities of the Court Service.

Section 2b details all of the Court Service objectives which contribute to the States strategic priorities.

Section 3 analyses the resources available to the Court Service for 2010.

Section 4 contains the detailed Action Plans for 2010 and beyond for the Court Service, covering the following areas:

- Core Services.
- Law Reform.
- Corporate Management Objectives.
- Information Systems.
- Human Resources.
- Communications.
- Public Relations.
- Accommodation.
- Health and the Environment.
- Equipment and Technical Resources.
- Performance Management.

In addition, Section 4 contains the Court Service Critical Success Factors (and the actions being taken to manage them), Service Pledges, Client Charter and Code of Corporate Governance, and a list of abbreviations used in the Action Plans.

Performance management, client focus and accountability are watchwords across the public sector, and both Departments can already claim to have a proven track record of delivery in these areas. The drive towards an increasingly unified Court Service is essential in order to achieve value for money, and to take advantage of developments in technology which will encourage a more forward looking judicial system. This document sets out the further steps we will take in the months ahead to enhance the way we deliver our services.

The journey of continuous improvement and constant need for increased efficiency will inevitably increase the pressure on our people. It is therefore essential, with the support of the Investors in People standard, that we continue to maintain a well motivated team which is flexible, multi-skilled, and receptive to change.

Michael Wilkins
Judicial Greffier/Viscount

Paul Matthews
Deputy Judicial Greffier

Peter de Gruchy
Deputy Viscount

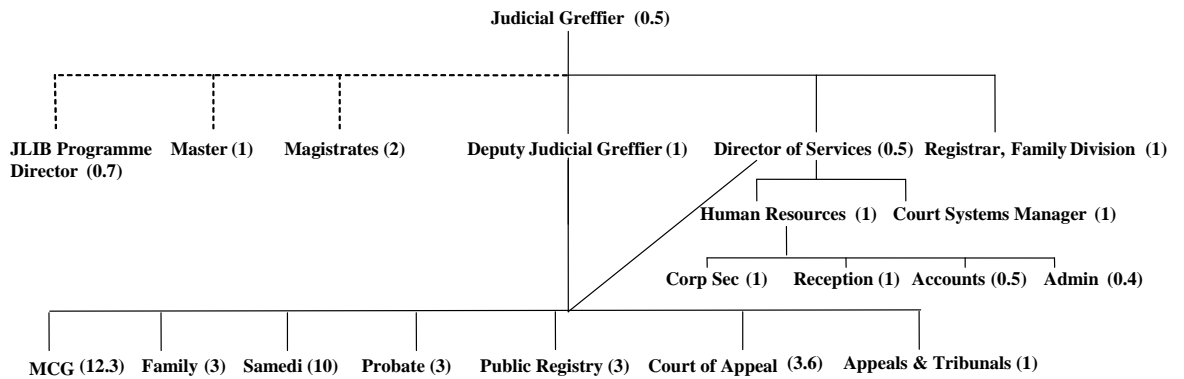
James Lambert
Director of Services

5 February 2010

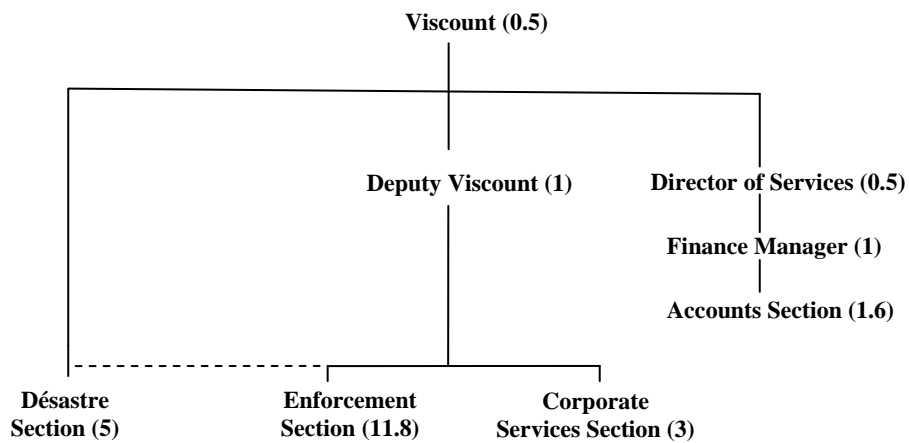
WHO WE ARE

The Court Service employs a total of 71.9 full time equivalent staff organised to deliver services as follows:

Judicial Greffe – Functional Organisation (47.5)



Viscount's Department – Functional Organisation (24.4)



WHAT WE DO

Although this Business Plan is a combined document for the Judicial Greffe and Viscount's Department, it is helpful to summarise the functions of the two separate Departments:

The Judicial Greffe is responsible for the provision of secretarial, administrative, and interlocutory support for the Island's Courts and Tribunals.

The Viscount's Department is the executive arm of the Island's Courts and of the States Assembly.

A more detailed account of the 82 functions fulfilled by the Court Service can be found in the 2009 Court Service Annual Report.

The constitution of both Departments is defined under statute in the Departments of the Judiciary and the Legislature (Jersey) Law, 1965.

The main stakeholders in the Court Service are:

- Its Staff
- The Judiciary
- Other Departments of the Judiciary
- The Legal and Accountancy Professions
- The States of Jersey
- Other States Departments and connected agencies
- The Finance Industry
- The States of Jersey Police
- The Honorary Police and other Parochial Officers
- The Citizens' Advice Bureau and other voluntary organisations
- Members of the Public

OUR CORE VALUES

The Court Service is committed to the achievement of its Client Charter (see Annex D), which was agreed in 2001. It contains the following Core Values:

- We understand and support the role of an independent judiciary as a mainstay of the Constitution.
- We treat all our clients with courtesy, respect and dignity by providing services that meet their needs.
- Our staff are our most valued resource, who deserve trust, honesty, fair and equal treatment, and opportunities for personal development. It is only through this approach that loyalty, quality work and teamwork can be expected.

- Each of us takes ownership of, and responsibility for, our organisation and its success.
- We will conduct our business to the highest standards of ethical and professional behaviour. We will act with integrity, impartiality and fairness at all times.
- We will be satisfied with nothing less than the best in all that we do.
- We embrace creativity and innovation, continually seeking new ways of doing things better, and of achieving better value for money.

OUR STRATEGIC AIMS

- To support the delivery of justice.
- To make the law and legal processes more accessible to the public.
- To develop an integrated legal system.
- To strengthen Jersey's position as a leading business centre.

SECTION 2(a)

SUMMARY OF KEY OBJECTIVES AND PRIORITIES

This section identifies the key objectives of the Court Service. These objectives will be achieved through detailed action plans, which have been developed in consultation with stakeholders and are shown in Section 4. Performance indicators are shown in Annex C.

AIM

- **To provide an efficient and effective Court Service**

OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

Objective 1: An efficient and effective administrative service provided to the Royal Court and to the Court of Appeal.

Performance/success criteria:

- Issue Convening Acts and Acts ordering Public Elections within 1 working day.
- Issue Company Acts, Decrees Absolute and standard-form Acts within 5 working days.
- Issue non-standard-form Acts, Decrees Nisi and Liquor and Gambling Licences within 10 working days.
- Process applications for legal aid disbursements within 5 working days.
- Issue all Court of Appeal Acts and Register Orders in Council within 1 working day.
- Issue all Interlocutory Acts within 3 working days.
- Appointment to fix a hearing date within 3 working days of request.

Strategic Plan Priority: 2 and 7

Objective 2: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Performance/success criteria:

- Register Judicial Hypothecs within 5 working days.
- Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within 12 working days.
- Appointment for cancellation of Acts within 4 working days of request.
- Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within 5 working days.
- Issue Grants of Probate and Letters of Administration within 5 working days.
- Issue Intellectual Property Certificates and Certificates of Eligibility within 3 working days.

Strategic Plan Priority: 2 and 7

Objective 3: Provide an administrative service to the Magistrate's, Youth and Petty Debts Courts.

Performance/success criteria:

- Issue Arrest Orders, Attendance Centre Orders and Acts of Committal within 2 working days.
- Issue Petty Debts Court Acts within 3 working days.
- Acts of Court completed within 1 working day.

Strategic Plan Priority: 2 and 7

Objective 4: The efficient enforcement of all Court Orders.

Performance/success criteria:

- Enforcement of Royal Court and Petty Debts Court Judgments for Debt instigated within 2 working days of Act being lodged and registered.
- Service of Process effected within the relevant statutory time period.
- Enforcement of fines and compensation orders (payment completed in full or imprisonment imposed in lieu).
- Enforcement of orders made under the Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000.

Strategic Plan Priority: 7

Objective 5: Efficient and effective Désastre proceedings.

Performance/success criteria:

- Arrange for inventory of valuables and disposal of perishables within 2 working days.
- Circulars to banks and identified UK creditors notifying declaration sent within 7 working days.
- Construct debtors' spreadsheet and proceed to recover funds owing within 21 days of declaration.

Strategic Plan Priority: 2 and 7

Objective 6: Effective management of the financial affairs of impecunious interdicts.

Performance/success criteria:

- Notification of appointment of Curator to identified parties completed within 2 weeks of receipt of Act of Court.
- Compilation of inventory of both real and personal property within the relevant statutory time period.
- Periodic contact with carers of interdicts at least quarterly.
- Production of annual accounts within the relevant statutory time period.
- Monitoring and processing of items of income and expenditure on a monthly basis.

Strategic Plan Priority: 7

Objective 7: Effective investigation of sudden deaths to establish cause and reason.

Performance/success criteria:

- Order post-mortem examinations following receipt of Police report within 1 working day.
- Set dates for inquest openings within 1 working day.
- Issue post-inquest documentation within 1 working day.

Strategic Plan Priority: 7

Objective 8:

Compile and manage the jury selection procedure and manage the jury during assize trials.

Performance/success criteria:

- Respond to queries regarding the duties of a juror within 1 working day.
- Respond to requests for exemption from jury service within 1 working day.
- Provide support and guidance to jury members for the duration of the trial.

Strategic Plan Priority: 7

SECTION 2(b)

KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS

SECTION 2(b) – KEY OBJECTIVES, KEY PERFORMANCE INDICATORS, KEY RISKS

Imp Year - Implementation Year; O – Ongoing; Key Objective – as agreed by the States (see Section 2(a))

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
1	<p>1. To enable the Courts to produce decisions effectively and speedily in all matters (both civil and criminal), ensuring the highest standard of justice attainable</p> <p>2. To produce Acts of Court accurately and as speedily as possible</p> <p>3. To provide an efficient and effective insolvency service</p>	<p>Interlocutory Acts issued within Service Pledge (3 working days)</p> <p>Samedi/Magistrate's/ Petty Debts Court Acts of Court issued within Service Pledge (1-10 working days)</p> <p>Inventory and protection of assets carried out within Service Pledge (2 working days)</p>	<p>95%</p> <p>95%/98%</p> <p>95%</p>	O	Quantity and complexity of judicial business, and lack of financial resources	1
2	<p>1. To provide a range of first-level judicial services on behalf of the Courts</p> <p>2. To maintain a rolling programme of law reform</p> <p>3. To promote mediation as an alternative form of dispute resolution</p>	<p>Family Section Decrees issued within Service Pledge (5-10 working days)</p> <p>Number of matters concluded from 2009 law reform programme</p> <p>Increase in referrals by the Courts to mediation</p>	<p>98%</p> <p>90%</p> <p>20% increase (year on year)</p>	O		Quantity and complexity of judicial business

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
3	To assist the legal profession and personal litigants in presenting their cases by advising on matters of procedure	Response to enquiries within Service Pledge	98%	O	Insufficient or inexperienced staff	1
4	1. To enhance Court procedures to render them more effective and efficient 2. To maintain and develop options for outsourcing, and sharing and pooling of resources	Reduction in time to bring civil matters to trial Increased integration between Court departments	80% of contested civil cases concluded within 2 years Formal creation of a Jersey Court Service by 31 Dec 10	2010 2010	Quantity and complexity of judicial business Need to retain constitutional separation of functions and overstretching human resources	1-8
5	To maintain and develop options for remote working	Increased number of staff with home working facility	Achievement of Investors in People work-life balance model	O	Lack of financial resources	1-8
6	To ensure that all Court Service accommodation meets relevant standards for accessibility	All Court venues meet statutory requirements for accessibility	No complaints received from users	O	Lack of financial resources	1-8
7	To maintain accreditation as an Investor in People and a culture of continuous improvement	Future assessments against the Standard are successful	Accreditation maintained	O	Lack of financial investment in training and development	1-8

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
8	To ensure that the activities and practices of judicial processes and the Court Service are compliant with the Human Rights (Jersey) Law 2000	All legislation and judicial processes are Human Rights compliant	No successful challenges made on Human Rights grounds	○	Lack of resources to deal with the consequences of the Human Rights (Jersey) Law 2000	1-8
9	To develop an integrated criminal justice system	Reduction in time to bring criminal matters to trial Effective enforcement of penalties imposed by the Court	Information flow between agencies handled electronically 95%	2010 ○	Inability to coordinate disparate information systems and lack of financial resources Rising crime rate	1, 4
10	To ensure effective utilisation of Court time	Data supplied by MCG	Balanced Court usage	○	Ineffective case management and lack of financial resources	3
11	1. To provide efficient proceeds of crime and insolvency services 2. To provide an efficient and effective service for assisting overseas authorities in the investigation of criminal conduct	Protection and realisation of property which is the subject of an order of Court Set up hearing within 6 weeks of request	100% 90%	○	Increase in number of cases and lack of financial resources Lack of financial resources	1, 5
12	To execute, enforce and carry out orders of the Courts as effectively, efficiently and speedily as possible	Enforcement instigated within 2 working days of Act of Court being lodged	98%	○	Increase in number of cases and lack of financial resources	4

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
13	<p>1. To obtain the necessary resources to achieve the aims of the Court Service and JLIB, and to utilise them in the most cost effective manner</p> <p>2. To impose and collect fees chargeable for the provision of services</p> <p>3. To maintain the Judicial Training Programme in association with the Judicial Studies Board</p> <p>4. To provide an efficient and effective Coroner's service</p>	<p>Court Service and JLIB remain within annual revenue expenditure allocation</p> <p>Stamp fee model annual target achieved</p> <p>All judicial officers receive a minimum of half a day of training per annum</p> <p>Percent of police reports reviewed on day of receipt</p>	<p>No over-spend</p> <p>£900,000 fee income</p> <p>100%</p> <p>100%</p>	O	<p>Reduced budget allocation</p> <p>Users become price sensitive</p> <p>Failure by the Executive to respect the independence of the Court Service</p> <p>Increase in number of cases and lack of financial resources</p>	1-8
14	<p>1. To ensure a speedy and exemplary disposal of cases in the Youth Court</p> <p>2. To provide sufficient Youth Court time to ensure a balanced Youth Court loading</p> <p>3. To provide time guidelines for the disposal of Youth Court cases</p> <p>4. To review use of No 2 Court as alternative accommodation for Youth Court</p>	<p>Criminal cases completed, and Arrest Orders/ Acts of Committal issued within Service Pledge</p> <p>Court sessions last 3 hrs max with a balance of sentencing, remands and new presentations</p> <p>Case management to ensure agreed time guidelines adhered to</p> <p>All Court users satisfied with alternative arrangements</p>	<p>98%</p> <p>No complaints received</p> <p>No complaints received</p> <p>No complaints received</p>	O	<p>Increase in number of cases and lack of financial resources</p>	3

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
15	To keep adequate records for legal and historical purposes (as much as possible, in electronic format), and provide an appropriate level of access to them	Requirements of Public Records (Jersey) Law 2002 met	No complaints received	O	Lack of financial resources	1-8
16	1. To keep the Court records in an immediately accessible form 2. To provide copies of judgments and Acts for use of the Courts and litigants, and provide an appropriate level of access to them	Records can be accessed by staff within Service Pledge Copy documents issued within Service Pledge	95% 98%	O	} Lack of financial resources	1-8
17	To maintain the Judiciary's position as an independent mainstay of the Constitution	Judicial independence from the Executive and Legislative branches of government maintained	Court Service remains a Non-Executive department	O		Failure by the Executive to respect the independence of the Court Service
18	To maintain a network of contacts in other jurisdictions	Contacts in other small jurisdictions maintained	Contact meetings occur at least annually	O	Lack of financial resources	1-8
19	To maintain and expand involvement in appropriate international bodies	Continued participation in Commonwealth Magistrates and Judges Association, International Association of Insolvency Regulators, INSOL Europe, International Land Registry Conference, Courtroom 21, and CAMERA	Attendance at, and hosting of, relevant conferences	O	Lack of financial resources	1-8

BP Ref	Objective/Action	Key Performance Indicators	Target	Imp Year	Key Risk	Key Objective
20	<p>1. To publicise available services, and to maintain the highest standards of probity in dealings with clients</p> <p>2. To engage actively all stakeholders in developing the legal system</p> <p>3. To anticipate and respond to the changing judicial needs of society</p>	Measured by response to Internet feedback questionnaires and user satisfaction surveys	No complaints received	O	Lack of financial resources	1-8
21	To continue to contribute to working parties concerned with the reform of the Public Elections (Jersey) Law 2002	Contribution made by Court Service to reforms	Alternative voting methods available to public	O	Lack of financial resources	1
22	To train and empower staff to develop their full potential by reference to personal and professional development plans	Fully functional performance review and appraisal system in place	100% performance review and appraisal undertaken	O	Lack of financial investment in training and development	1-8
23	To leverage Information Technology in pursuit of the objectives of the Court Service	Reduction in printed paper output	5% decrease (year on year) in paper consumption	O	Lack of financial resources	1-8
24	To ensure the effective, economical and efficient utilisation of public resources in the administration of the Courts	Future assessments against the Investors in People standard are successful	Accreditation maintained	O	Increase in number of cases or services which the Court Service is required to provide	1-8

SECTION 3
RESOURCES FOR 2010
SUBJECTIVE ANALYSIS

Judicial Greffe

Description	2009 Original (£)	2010 Estimate (£)
Income		
Sale of Goods	(7,000)	(7,000)
Sale of Services	(2,000)	(2,000)
Fees & Fines	(428,000)	(428,000)
Miscellaneous Income	(350,000)	(350,000)
Interest	-	-
	(787,000)	(787,000)
Expenditure		
Manpower - States Staff Costs	2,413,900	2,424,400
Supplies & Services	54,900	58,500
Administrative Costs	127,000	127,000
Premises & Maintenance General	403,500	403,500
Court & Case Costs	1,755,500	1,756,000
	4,754,800	4,769,400
Net Revenue Expenditure	£3,967,800	£3,982,400

Viscount's Department

Description	2009 Original (£)	2010 Estimate (£)
Income		
Sale of Goods	-	-
Sale of Services	-	-
Fees & Fines	(441,500)	(433,600)
Commission	(14,000)	(14,000)
Miscellaneous Income	-	-
Interest	(29,000)	(20,000)
	(484,500)	(467,600)
Expenditure		
Manpower - States Staff Costs	1,179,090	1,158,200
Supplies & Services	114,060	112,000
Administrative Costs	68,650	63,700
Premises & Maintenance General	243,500	252,000
Court & Case Costs	304,000	304,000
	1,909,300	1,889,900
Net Revenue Expenditure	£1,424,800	£1,422,300

SERVICE ANALYSIS

2008 Actual Restated £	2009 Estimate Restated £		2010 Estimate £
		Judicial Greffe	
792,100	774,100	Samedi, Family, Appellate & Interlocutory	735,700
1,003,900	1,056,200	Magistrates Court	1,136,300
316,360	382,000	Maintenance of Registries	354,300
2,863,710	1,755,500	Court & Case Costs	1,756,100
£4,976,070	£3,967,800		£3,982,400
		Viscount's Department	
114,793	117,500	Coroner	117,345
47,652	345,400	Désastre	349,785
540,757	404,000	Enforcement	430,085
202,472	153,900	Assize Jury Functions	121,655
74,283	100,000	Curatorships	99,430
124,760	304,000	Court & Case Costs	304,000
£1,104,717	£1,424,800		£1,422,300

Service	Ref Key Objective	Description of Service	2009 Estimate	2010 Estimate	Increase/ (Decrease)	2009 FTE	2010 FTE	Performance Measures
Court and Case Costs	-		1,755,500	1,756,100	600	-	-	
Magistrates Court	2 & 7	Administrative service to the Magistrate's, Youth and Petty Debts Courts.	1,056,200	1,136,300	80,100	13.40	14.30	Issue decisions of Court within one working day. Issue Arrest Warrants, Attendance Centre Orders and Acts of Committal within two working days. Issue Petty Debts Court Acts within three working days.
Maintenance of Registries	2 & 7	Running and maintaining the Public Registry, the Intellectual Property Registry and the Probate Registry.	382,000	354,300	(27,700)	10.12	10.12	Register Judicial Hypothecs within five working days. Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within twelve working days. Appointment for cancellation of Acts within four working days of request. Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within five working days. Issue Grants of Probate and Letters of Administration within five working days. Issue Intellectual Property Certificates and Certificates of Eligibility within three working days.

Service	Ref Key Objective	Description of Service	2009 Estimate	2010 Estimate	Increase/ (Decrease)	2009 FTE	2010 FTE	Performance Measures
Samedi, Family, Appellate and Interlocutory Service	2 & 7	Administrative service to the Royal Court and to the Court of Appeal. Judicial hearings in relation to divorces, interlocutory and ancillary matters.	774,100	735,700	(38,400)	20.08	22.08	Issue Convening Acts and Acts ordering Public Elections within one working day. Issue Company Acts, Decrees Absolute and standard-form Acts within five working days. Issue non-standard-form Acts, Decrees Nisi and Liquor and Gambling Licences within ten working days. Process applications for legal aid disbursements within five working days. Issue all Court of Appeal Acts and Register Orders in Council within one working day. Issue all Interlocutory Acts within three working days. Appointment to fix a hearing date within three working days of request.

Judicial Greffe Net Revenue Expenditure 2010

3,967,800	3,982,400	14,600	43.60	46.50
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Assize Jury Functions	7	Service to compile and manage the jury selection procedure and manage the jury during assize trials.	153,900	121,655	(32,245)	2.70	2.70	Respond to queries regarding the duties of a juror within 24 hours; Respond to requests for exemption from jury service within 24 hours; Provide support/guidance to jury members for the duration of the trial.
Coroner	7	Investigation of sudden deaths to identify who died, where, when and how.	117,500	117,345	(155)	0.97	0.97	Extensive.
Court and Case Costs	-		304,000	304,000	-	-	-	
Curatorships	7	Service to manage the financial affairs of impecunious interdicts.	100,000	99,430	(570)	1.64	1.44	Notification of appointment of Curator to identified parties. Compilation of inventory of both real and personal property. Periodic contact with carers of interdicts.

Service	Ref Key Objective	Description of Service	2009 Estimate	2010 Estimate	Increase/ (Decrease)	2009 FTE	2010 FTE	Performance Measures
Désastre	2 & 7	Administration of en désastre proceedings.	345,400	349,785	4,385	5.53	5.53	Arrange for inventory of valuables and disposal of perishables. Circulars to banks and identified UK creditors. Construct debtors' spreadsheet and proceed to recover funds owing.
Enforcement	7	Collect and enforce fines; receipt and payment of bail moneys; arrest and presentation for non-appearance in court; service of legal process; collect (and pay) costs and compensation; execute and enforce civil judgments; carry out evictions; enforce maintenance orders, collect and pay 'alimony', enforce drug trafficking and other such orders.	404,000	430,085	26,085	13.76	13.76	Enforcement of Royal Court and Petty Debts Court. Judgments for Debt. Service of Process. Enforcement of Fines.

Viscount's Department Net Revenue Expenditure 2010

1,424,800	1,422,300	(2,500)	24.60	24.40
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STATEMENT OF SUPPORT SERVICE COSTS

Statement of Support Service Costs Judicial Greffe 2010							
<u>Support Service</u>	Direct Expenditure (£)	Income from outside the States (£)	Income from other Departments (£)	Total Income (£)	Net Expenditure (£)	Total FTEs	Basis of Allocation
Service Management	313,427			0	313,427	2.35	% of time spent
Finance	32,613			0	32,613	0.75	% of time spent
IT	76,223			0	76,223	1.11	% of time spent
HR	39,050			0	39,050	0.51	% of time spent
Training	34,217			0	34,217	0.46	% of time spent
Property	4,935			0	4,935	0.05	% of time spent
Transport	0			0	0	0.00	
Admin	153,535			0	153,535	4.13	% of time spent
Other	0			0	0	0.00	
	654,000	0	0	0	654,000	9.36	

**Statement of Support Service Costs
Viscount's Department
2010**

<u>Support Service</u>	Direct Expenditure (£)	Income from outside the States (£)	Income from other Departments (£)	Total Income (£)	Net Expenditure (£)	Total FTEs	Basis of Allocation
Service Management	46,750			0	46,750	0.83	% of time spent
Finance	127,292			0	127,292	2.26	% of time spent
IT	8,448			0	8,448	0.15	% of time spent
HR	3,942			0	3,942	0.07	% of time spent
Training	0			0	0	0.00	
Property	2,817			0	2,817	0.05	% of time spent
Transport	0			0	0	0.00	
Admin	134,051			0	134,051	2.38	% of time spent
Other	0			0	0	0.00	
	<hr/> 323,300	0	0	0	323,300	5.74	

SECTION 4

COURT SERVICE ACTION PLANS

CORE SERVICES

A list of abbreviations used below can be found at Annex A (page 39)

Samedi Section

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to review design & accessibility of Court Rota 	31 Dec 10	AJG (RC)/ MCG	Workflow management only	In association with JLIB & MCG	15
<ul style="list-style-type: none"> Ensure Court Greffiers are multi-skilled 	31 Dec 10	DJG/ AJG (RC)	Workflow management only	Allowing Greffiers to sit in all matters	15
<ul style="list-style-type: none"> Review costs administration system & rules 	31 Dec 10	AJG (RC)/ DJG	Workflow management only	Continue to monitor costs Service Pledge	15
<ul style="list-style-type: none"> Consider provision of public access to licensing database 	31 Dec 10	DJG	Workflow management only	Legal implications to be resolved (now with EDD)	15
<ul style="list-style-type: none"> Continue to scan court archive records (civil, criminal & Family Division) 	31 Dec 10	DJG	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Develop database for case management of Samedi matters 	31 Dec 10	AJG (RC)/ DJG	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Make licensing guidance documents available electronically 	31 Dec 10	AJG (RC)	Workflow management only	Including website publication	15
<ul style="list-style-type: none"> Introduce service pledge for taxation of costs 	31 Jan 10	AJG (RC)	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Scan & dispose of old costs files 	31 Dec 10	AJG (RC)	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Investigate provision of electronic copies of judgments to credit rating agencies 	31 Dec 10	AJG (RC)	Workflow management only	For example, Registry Trust	15

Family Section

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Maintain & enhance use of matrimonial database 	31 Dec 10	Reg Fam Div	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain & enhance use of children database 	31 Dec 10	Reg Fam Div	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain & enhance use of adoptions database 	31 Dec 10	Reg Fam Div	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Provide advice & guidance re Children (Jersey) Law 2002, Children Rules 2005 & Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000 	31 Dec 10	Reg Fam Div	Workflow management only	Through use of guidance leaflets, presentations & web pages	15
<ul style="list-style-type: none"> Provide advice & guidance re Adoption (Jersey) Law 1961 & Adoption Rules 1962 	31 Dec 10	Reg Fam Div	Workflow management only	Through use of guidance leaflets, presentations & web pages	15
<ul style="list-style-type: none"> Provide advice & guidance re amendments to Matrimonial Causes (Jersey) Law 1949 & Matrimonial Causes Rules 2005 	31 Dec 10	Reg Fam Div	Workflow management only	Through use of guidance leaflets, presentations & web pages	15

CORE SERVICES (continued)

<ul style="list-style-type: none"> Provide advice & guidance re Child Custody (Jurisdiction) (Jersey) Law 2005 & Child Custody (Jurisdiction) Rules 2005, & maintain & enhance database 	31 Dec 10	Reg Fam Div	Workflow management only	Through use of guidance leaflets, presentations & web pages	15
<ul style="list-style-type: none"> Undertake review of Part 2 of Stamp Duties & Fees (No. 3) (Jersey) Regulations 2004 	31 Dec 10	Reg Fam Div	Workflow management only	To include structure, as well as level, of fees	15
<ul style="list-style-type: none"> Maintain & develop Family Section meetings 	31 Dec 10	Reg Fam Div	Workflow management only	To be held on a regular basis	15
<ul style="list-style-type: none"> Participate in plans to implement Court Advisory Service 	31 Dec 10	Reg Fam Div	Workflow management only	Ongoing	15

Probate Section

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Maintain Probate database 	31 Dec 10	Reg of Prob/ A Reg of Prob	Workflow management only	Ongoing (enhancements completed in 2009)	15

Public Registry

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Plan for passing of deeds by electronic means 	31 Dec 10	Reg of Deeds	Workflow management & consequential funding	By participation in JLIB Land Registry Reform project	15
<ul style="list-style-type: none"> Continue to participate in digital mapping project & provision of unique property reference numbers 	31 Dec 10	Reg of Deeds/ DS	Workflow management only	In association with P&E	15
<ul style="list-style-type: none"> Continue to enhance <i>Public Registry On-line</i> 	31 Dec 10	Reg of Deeds/ DS	Workflow management only	Possible 4th phase of development under consideration	15
<ul style="list-style-type: none"> Implement new <i>Public Registry On-line</i> with digital map link 	31 Mar 10	Reg of Deeds/ DS	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Participate in consultation for amendment of Stamp Duties and Fees (Jersey) Law 1998 	31 Dec 10	Reg of Deeds/ DJG	Workflow management only	Ongoing	15

Appellate Section

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Implement electronic case management system for Court of Appeal 	31 Dec 10	AJG (AS)/ DS	Workflow management only	To include electronic bundles & use of FTP server	2
<ul style="list-style-type: none"> Investigate feasibility of moving Court of Appeal to No 2 Court 	31 Dec 10	AJG (AS)	Workflow management only	On completion of conversion of No 2 Court to fully electronic courtroom	15
<ul style="list-style-type: none"> Commence electronic conversion of hard copy archive files 	31 Dec 10	AJG (AS)/ CSM	Workflow management only	To include scanning	15

CORE SERVICES (continued)

Judgments

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Complete conversion of hard copy judgments to PDF for publication on JLIB website 	31 May 10	AJG (AS)	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Arrange for renewal of Law Reports International contract 	31 Dec 10	JG/DS	Workflow management only	Expires 31 Dec 10	15

Interlocutory Services

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Six monthly review of all cases on Pending List 	31 Dec 10	MRC/DJG	Workflow management only	Commenced Jan 04	2

Legal Aid Disbursements

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Further develop Service Pledge for responding to requests for Legal Aid funds 	31 Dec 10	AJG (RC)	Workflow management only	To be facilitated by enhancement of the use of templates & Central EDMS	2
<ul style="list-style-type: none"> Close all concluded Legal Aid files for 2005 	31 Dec 10	AJG (RC)	Workflow management only	In progress	2

Magistrate's, Youth & Petty Debts Courts

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Complete implementation of Court Diary System (DAISy) 	31 Jul 10	MCG/DS	£29k	Identify opportunities for data transfer between criminal justice agencies using new system	15
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	30 Apr 10	MCG	£2k	Funding available & development in hand	15
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 10	MCG	Workflow management only	Including Transcribers & Ushers	15
<ul style="list-style-type: none"> Implement support requirements for Police Procedures & Criminal Evidence (Jersey) Law 2003 	31 Dec 10	MCG	Manpower implications & associated costs (Courts sitting outside normal working hours)	Part 5 will progress independently from rest of legislation	7
<ul style="list-style-type: none"> Continue to review operational procedures in Magistrate's Court complex 	31 Dec 10	MCG	Workflow management only	Including use by Royal Court & Court of Appeal	15
<ul style="list-style-type: none"> Provide administrative support for mediation service 	31 Dec 10	MCG	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain regular section meetings 	31 Dec 10	MCG	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Develop cross-skilling of all staff 	31 Dec 10	MCG	Workflow management only	To allow Petty Debts Court Greffiers to sit in criminal courts	15
<ul style="list-style-type: none"> Consider implications of Sex Offenders (Jersey) Law 201- 	30 Apr 10	MCG	Workflow management only	New procedures to be established & agreed with associated agencies	7

CORE SERVICES (continued)

Intellectual Property Registry

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Assess need for & modify databases as required 	31 Dec 10	IPM	Workflow management only	Possible relocation of Trade Mark records to JFSC	15
<ul style="list-style-type: none"> Maintain online access to IP Registries 	31 Dec 10	IPM	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> In conjunction with JFSC, consider development of online Trade Mark database to establish interface between Registries 	31 Dec 10	DJG/IPM	Workflow management only	Ongoing (JFSC project)	7

Court Enforcement

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Maintain & enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders 	31 Dec 10	V/PEO/DV	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Maintain communication between LOD & other agents regarding management of <i>saisies judiciaires</i> & confiscation orders 	31 Dec 10	V/PEO/DV	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Consider modification of team composition to ensure effective deployment of court enforcement resources 	31 Dec 10	PEO/V/DV	Reconfiguration of roles	Ongoing	7
<ul style="list-style-type: none"> Maintain improvement in prosecution of parking offences 	31 Dec 10	PEO/SEO	Workflow management only	In consultation with MCG & Magistrate	7
<ul style="list-style-type: none"> Continue to deploy relief staff for criminal assizes & other courts 	31 Dec 10	PEO/SEO	Central funds available	Consequential to additional Court sittings caused by Human Rights requirements	7
<ul style="list-style-type: none"> Maintain & update Enforcement procedures manual 	31 Mar 10	PEO/SEO/DV	Workflow management only	Review in hand	15
<ul style="list-style-type: none"> Continue to develop staff by allocating more complex cases to individual officers 	31 Dec 10	PEO/SEO	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain CPD of all staff by attendance on courses, workshops & seminars 	31 Dec 10	V/PEO/DV	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain & develop involvement in CAMERA 	31 Dec 10	V/PEO/DV	Workflow management only	Ongoing	15

Assize Jury

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to pursue improvements in case management of assize trials 	31 Dec 10	V/DV/PEO	Workflow management only	Ongoing (in association with Bailiff & Deputy Bailiff)	3

CORE SERVICES (continued)

Coroner

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Maintain Relief Coroner service	31 Dec 10	DV	Central funds available	Ongoing	7
• Maintain best practice in association with Coroners' Society	31 Dec 10	DV	Workflow management only	Ongoing	7
• In liaison with MOH, consider whether death certification needs updating	31 Dec 10	DV	Workflow management only	Under active consideration	7
• Increase preparedness for major disaster	31 Dec 10	DV	Workflow management only	In conjunction with Relief Coroners	7

Insolvency & Official Curatorship

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Develop provision of information to creditors online	31 Dec 10	PAD/SAD	Workflow management	Subject to input from CMD-IS	15
• Develop use of time recording in selected cases	31 Dec 10	V/PAD	£10k	To be implemented as part of upgrade of departmental computer system	15
• Assess need for establishment of official guidelines for Curatorships & Tutelles	31 Dec 10	V/PAD	Workflow management only	Ongoing (in association with LOD & H&SS)	15
• Participate in working group deliberating on future of official Curatorship service	31 Dec 10	PAD	Workflow management only	Ongoing (bid has been submitted by H&SS)	15

LAW REFORM

Aim To identify changes required in legislation impacting upon Core Services (other than where there is any other sponsoring authority), & to promote appropriate reform.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• LAWS					
<i>Adoption (Jersey) Law 1961:</i> Comment on amendment of existing Law	31 Dec 10	Reg Fam Div	Workflow management only	Ongoing	15
<i>Inheritance (Legitimacy & Provision for Family & Dependents) (Jersey) Law 200-:</i> Comment on new Law as required	31 Dec 10	Reg Fam Div	Workflow management only	With Royal Court	15
<i>Inquests & Post-mortem Examinations (Jersey) Law 1995:</i> Progress amendment to ensure attendance of inquest witnesses	31 Dec 10	DV	Workflow management only	Ongoing	7
<i>Mental Health (Jersey) Law 200-:</i> Comment as required	31 Dec 10	Reg of Prob/PAD	Workflow management only	With LOD	15
<i>Tutelles (Jersey) Law 201-:</i> Comment as required	31 Dec 10	Reg of Prob	Workflow management only	With LAP	15
• RULES & REGULATIONS					
<i>Burials & Exhumations Rules 201-:</i> Continue to contribute to working party	31 Dec 10	DV	Workflow management only	Ongoing	15

LAW REFORM (continued)

Matrimonial Causes (Amendment No 2) Rules 201- : Comment as required	31 Dec 10	Reg Fam Div	Workflow management only	With LOD	15
Sex Offenders (Jersey) Law 201- : Draft Rules for new Law	31 Dec 10	AJG (AS)/DJG/MCG	Workflow management only	Ongoing	7
• PRACTICE DIRECTIONS					
Maintain consolidated list of Practice Directions	31 Dec 10	MRC/DJG	Workflow management only	In association with JLIB	15
Update & amend all Family Division Practice Directions	31 Dec 10	Reg Fam Div/MRC	Workflow management only	Ongoing (in association with Bailiff)	15
Update & amend Court of Appeal Practice Directions	31 Dec 10	AJG (AS)	Workflow management only	As required by new Law	7

CORPORATE MANAGEMENT OBJECTIVES

Aim To develop & improve corporate management of the Court Service so as to increase efficiency & effectiveness, by reference to the following activities.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Issue 2009 Annual Report	31 Mar 10	MT	Workflow management & £500	Due for completion Mar 10	15
• Issue 2010 Business Plan	12 Feb 10	MT	Workflow management & £500	Due for completion Feb 10	15
• Require managers to certify staff have been consulted regarding Business Plan	31 Dec 10	DS/MT	Workflow management only	To ensure compliance with Investors in People standard	15
• Measure cost of delivery of services	31 Dec 10	DS/FM	Workflow management only	Ongoing (Service Analysis process)	15
• Implement shared budgeting, financial processing & reporting arrangements for Court Service	1 Jan 10	DS/FM	Workflow management only	In conjunction with development of corporate finance system & Treasury	15
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 10	DS/FM	Workflow management only	Ensure measures in place as per Statement on Internal Control & prepare management accounts in line with GAAP	15
• Continue to review receipt of payments on-line	31 Dec 10	DS/FM	Workflow management & £5k	In conjunction with implementation of collection of fees via Enterprise One	15
• Maintain Accounts Section procedures manual	31 Dec 10	FM/AA	Workflow management only	Ongoing	15
• Attend Royal Court Users' Group meetings	31 Dec 10	DJG/PEO	Workflow management only	Ongoing	15
• Attend Magistrate's Court Users' Group meetings	31 Dec 10	MCG/SEO/CO	Workflow management only	Ongoing	15
• Continue to implement Business Continuity & Risk Management Plan	31 Dec 10	DS/FM	Workflow management & £2k	Ongoing	15
• Finalise implementation of recommendations in 2006 Blampied report on financial governance	31 Mar 10	FM/V	Workflow management only	Install Crystal Report Writer for management reporting	15

CORPORATE MANAGEMENT OBJECTIVES (continued)

• Develop existing archive policies for Court Service	31 Dec 10	DJG	Workflow management only	Combine existing policies & having regard to requirements of Public Records (Jersey) Law 2002	15
• Implement improved system for collection of fees	31 Dec 10	DS/FM	Workflow management only	Awaiting legislative changes	15
• Continue to develop an integrated Court Service	31 Dec 10	MT	Workflow management only	With Bailiff's Chambers & LOD	15
• Continue to prepare for recognition against Investors in People Work-life Balance Model	31 Jul 10	MT	Workflow management only	Assessment due Jul 10	15
• Develop best corporate governance	31 Dec 10	JG	Workflow management only	Ongoing (see Annex D)	15
• Maintain fixed asset register	31 Dec 10	FM/DS	Workflow management only	Ongoing	15
• Continue to participate in meetings of Judicial Strategy Group	31 Dec 10	JG/DS	Workflow management only	Ongoing	15
• Continue to support activities of JLIB	31 Dec 10	JG/DS	Workflow management only	Including Institute of Law	15

INFORMATION SYSTEMS

Aim To take full advantage of Information Technology to enhance effectiveness & efficiency.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue to enhance Internet & Intranet sites including use of electronic forms	31 Dec 10	MT	Workflow management only	Maintain conformance of websites with Central specification	15
• Maintain development of the use of document imaging facilities	31 Dec 10	DS/DJG/DV	£5k	To include Viscount's Department records	15
• Continue to develop availability of electronic courts	31 Dec 10	DS/DJG	Workflow management	Design for No 2 Court refurbishment in hand	15
• Continue to develop sharing of electronic information with sister departments	31 Dec 10	DS	Workflow management only	In association with JLIB	15
• Promote further use of portable computer equipment	31 Dec 10	DS	Workflow management only	In association with JLIB	15
• Extend the use of video-conferencing facilities	31 Dec 10	MT	Workflow management only	In association with JLIB	15
• Implement & progressively develop use of Corporate EDMS	31 Dec 10	DS/CSM	Workflow management & £15k	Scanning of archive material in Samedi & Family Sections ongoing	15
• Continue to develop options for remote working	31 Dec 10	DS	Workflow management only	Remote working provided to 6 staff	15
• Pursue implementation of relevant recommendation in the Williamson report	31 Dec 10	DS	Workflow management only	Requirement for television links to Greenfields (report para 10.6.6 refers)	15

HUMAN RESOURCES

Aim Supportive of & supplementary to Central policies, high priority is accorded to Human Resource matters, placing special emphasis on the need to: (a) maintain & develop a competency based system of PRA, (b) maintain a structured, competency based staff development & training programme, & (c) maintain career management & succession planning policies.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue to develop use of exit interviews	31 Dec 10	CJRM	Workflow management only	Ongoing	12
• Develop & deliver structured training programmes	31 Dec 10	CJRM/MT	£4k & Central support	As per costed annual training plan	12
• Maintain in-house management training workshop for departmental policies	31 Dec 10	DS	Workflow management only	Two workshops held every year	12
• Ensure that all training courses attended are relevant & value for money	31 Dec 10	CJRM	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	12
• Carry out 3 monthly reviews after all courses & identify additional training needs	31 Dec 10	CJRM	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	12
• Maintain certification of at least 2 officers to practice in Recruitment & Selection	31 Dec 10	CJRM	Central support	Ongoing	12
• Maintain system for monitoring staff turnover	31 Dec 10	CJRM	Workflow management only	Included in balanced scorecard	12
• Develop Court Service HR Group	31 Dec 10	CJRM	Workflow management only	CJRM is Court Service Focus Group representative	12
• Further develop induction training	31 Dec 10	CJRM/CSO	Workflow management only	Ongoing	12
• Contribute to development of Advocacy training	31 Dec 10	CJRM	Workflow management only	In association with Bailiff & Deputy Bailiff	12
• Engage with JSB regarding relevant seminars & conferences	31 Dec 10	CJRM	Workflow management only	In support of Judicial & Professional Training Programme	12
• Develop & maintain annual Judicial Strategy Programme & analysis	31 Dec 10	CJRM	Workflow management only	In association with Bailiff & Deputy Bailiff	12
• Liaise with other agencies regarding relevant seminars & conferences for staff	31 Dec 10	CJRM/MT	Workflow management only	Ongoing	12
• Maintain awareness of Equal Opportunities & Human Rights policies & ensure compliance with Human Rights (Jersey) Law 2000	31 Dec 10	CJRM/MT	Workflow management only	Ongoing	12
• Continue to develop integrated HR function & policies for Court Service	31 Dec 10	CJRM/CSO	Workflow management only	In association with Bailiff's Chambers & LOD	3
• Continue to exploit opportunities for cross-skilling throughout Court Service	31 Dec 10	CJRM	Workflow management only	Ongoing (linked to PRA)	12
• Introduce policy for continuing professional development	31 Dec 10	DS/CJRM	Workflow management only	Staff training quantified in balanced scorecard	12
• Provide for temporary placements in other jurisdictions	31 Dec 10	JG/DS	£5k	On a periodic basis in liaison with external authorities	12
• Develop formal complaints procedure	30 Jun 10	CJRM	Workflow management only	To be compliant with Central policies	3

HUMAN RESOURCES (continued)

• Develop Intranet website for dissemination of all HR information	31 Dec 10	CJRM	Workflow management only	To improve communication with all staff	3
• Maintain system for monitoring absence levels	31 Dec 10	CJRM	Workflow management only	Using Bradford factor formula	3
• Maintain system for monitoring overtime	31 Dec 10	CJRM	Workflow management only	Ongoing	3

PUBLIC RELATIONS

Aim To improve public perception of the Court Service by adherence to a business culture, & through better collection & dissemination of management information, utilising modern information systems. Also, to foster a professional & positive working relationship with the media.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Increase availability of hard copy & electronically accessible guidance notes on legal procedures & Court Service activity	31 Dec 10	MT	Workflow management only	Guide to litigants in person due for publication in Jan	15
• Assess extent to which guidance information & public notices need to be translated into minority languages	31 Dec 10	DJG	Workflow management only	Policy to be developed in association with JLIB	15
• Maintain user feedback (especially via Internet & Intranet) & undertake user satisfaction survey	31 Dec 10	MT	£3k	Engage specialist third party services	15
• Maintain media management plan	31 Dec 10	DJG	Workflow management only	For use in high profile cases	15

COMMUNICATIONS

Aim To clear communications channels & to create better networking through a combination of purpose-designed accommodation, modern IT & a range of staff participation initiatives.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue occasional publication of <i>Court Crier</i> newsletter	31 Dec 10	SAD	Workflow management only	Ongoing	15

ACCOMMODATION

Aim To secure the provision of adequate accommodation for all Court Service needs, to enable it to function efficiently & effectively.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue to assess options for improved accommodation for Viscount's Department	31 Dec 10	V/DV	Workflow management only	In particular, continue to address ongoing problems re lighting & air conditioning	15
• Continue to provide for off-site housing of archive material & debtors' property	31 Dec 10	DJG/PAD/PEO	£11.5k	Use of scanning to be investigated	15

ACCOMMODATION (continued)

<ul style="list-style-type: none"> Maintain dedicated parking facilities for Viscount's Department official vehicles 	31 Dec 10	PEO	£5.5k	Ongoing	15
<ul style="list-style-type: none"> Implement recommendations of HAD review of Court security 	31 Dec 10	DS	Workflow management & consequential funding	To be funded from Court & Case costs	7

HEALTH & THE ENVIRONMENT

Aim To develop policies for Health & Safety, & the purchasing & use of consumables.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Maintain requisite number of trained First Aid Officers 	31 Dec 10	CJRM	Central support	Centrally sponsored refresher training	15
<ul style="list-style-type: none"> Undertake stress audit 	30 Jun 10	CJRM	Central support	Ongoing	15
<ul style="list-style-type: none"> Ensure display screen equipment assessments carried out 	31 Dec 10	CJRM	Workflow management only	Undertaken for all new staff & on an ongoing basis for all other staff	15
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 10	DS/MT	Workflow management only	Ongoing (especially paper)	15
<ul style="list-style-type: none"> Maintain & implement policies which contribute to a sustainable environment 	31 Dec 10	MT	Workflow management only	Particularly with regard to energy consumption	15
<ul style="list-style-type: none"> Review health & safety & related policies for both Departments 	31 Dec 10	CJRM	Workflow management only	States-wide audit taking place	15
<ul style="list-style-type: none"> Conduct a health & safety audit of all sites 	31 Dec 10	PEO/SEO	Workflow management only	Viscount's Department only	15
<ul style="list-style-type: none"> Develop workplace policy on domestic violence & abuse 	31 Dec 10	CJRM	Workflow management only	Policy to be developed in association with CMD	15

EQUIPMENT & TECHNICAL RESOURCES

Aim To optimise the level & use of equipment & technical & other resources available to the Court Service.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to provide digital copying & scanning facilities 	31 Dec 10	DS/FM	Workflow management only	Including orderly planning of replacements in both Departments	15
<ul style="list-style-type: none"> Maintain awareness of & parity with private sector norms 	31 Dec 10	DS/FM	Workflow management only	Upgrade of accounting software in hand	15

PERFORMANCE MANAGEMENT

Aim To facilitate the attainment of the service standards & objectives set out in this plan.

<i>2010 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to develop Court Service Balanced Scorecard 	31 Dec 10	DS	Workflow management only	Ongoing	15

PERFORMANCE MANAGEMENT (continued)

• Enhance Court Service performance framework & develop benchmarking	31 Dec 10	DS	Workflow management only	Ongoing	15
• Develop Service Pledges across Court Service	31 Dec 10	MT	Workflow management only	Current Service Pledges at Annex C	15
• Maintain performance management feedback reports	31 Dec 10	MT	Workflow management only	Ongoing (quarterly basis)	15
• Develop use of internal performance measures	31 Dec 10	DS	Workflow management only	Ongoing	15
• Provide necessary training for production of statistical digest (Annual Report)	28 Feb 10	PEO/DV	Workflow management only	Ongoing (Viscount's Department)	15

Annex A to Court Service 2010 Business Plan

List of Abbreviations Used in Action Plans

AA	Accounting Assistant
AJG (AS)	Assistant Judicial Greffier (Appellate Section)
AJG (RC)	Assistant Judicial Greffier (Royal Court)
A Reg of Prob	Assistant Registrar of Probate
CAMERA	Criminal Assets Management & Enforcement Regulators Association
CJRM	Corporate & Judicial Resources Manager
CMD	Chief Minister's Department
CMD-IS	Chief Minister's Department - Information Services
CO	Court Officer
CPD	Continuing professional development
CSM	Court Systems Manager
CSO	Corporate Services Officer
DAISy	Data Analysis & Information System
DJG	Deputy Judicial Greffier
DS	Director of Services
DV	Deputy Viscount
EDD	Economic Development Department
EDMS	Electronic Document Management System
FM	Finance Manager
FTE	Full time equivalent
FTP	File transfer protocol
GAAP	Generally accepted accounting practice
HAD	Home Affairs Department
HR	Human Resources
H&SS	Health & Social Services
IPM	Intellectual Property Manager
IS	Information Systems
IT	Information Technology
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
JSB	Judicial Studies Board
LAP	Legislation Advisory Panel
LOD	Law Officers' Department
MCG	Magistrate's Court Greffier
MoJ	Ministry of Justice
MOH	Medical Officer of Health
MRC	Master of the Royal Court
MT	Management Team
P&E	Planning & Environment Department
PAD	Principal Administrator, Désastre Section
PEO	Principal Enforcement Officer
PRA	Performance review and appraisal
Reg Fam Div	Registrar, Family Division
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
SAD	Senior Administrator, Désastre Section
SEO	Senior Enforcement Officer
SPP	Strategic Plan Priority
V	Viscount

Annex B to Court Service 2010 Business Plan

Critical Success Factors

The Business Plan has been developed bearing in mind factors which the Court Service views as critical to its success. The Critical Success Factors identified, and some of the ways in which they are being managed, are shown below.

<i>Critical Success Factor</i>	<i>Actions to support Critical Success Factor</i>
Developing and maintaining a focused, well trained, and diversified management team	<ul style="list-style-type: none"> • Maintaining a defined organisation structure and clear reporting lines • Maintaining effective Management Information • Maintaining regular Management meetings which are open to all staff
Utilising IT for the efficient and effective management of information	<ul style="list-style-type: none"> • Maintaining a progressive IS Strategy • Selectively exploiting IT for networking purposes • Developing the various Intranet and Internet sites • Sharing resources with other departments
Maintaining a flexible learning culture which is receptive to changes in the environment	<ul style="list-style-type: none"> • Utilising, effectively, modern Information Systems • Ensuring that all strategies, plans and policies are flexible and adaptable to change • Liaising with professionals and regulators in key areas
Developing and maintaining motivated, empowered, trained and well informed staff	<ul style="list-style-type: none"> • Ensuring training needs are identified and addressed, eg creation of personal development plans • Integrating individuals' objectives with Court Service and States of Jersey objectives • Embracing core competencies in the performance review and appraisal scheme for all staff • Maintaining regular Section and staff meetings • Allocating projects to Working Groups and Project Teams • Maintaining procedures manuals in all areas • Supporting staff taking professional qualifications • Maintaining Investor in People status
Ensuring user satisfaction	<ul style="list-style-type: none"> • Issuing Service Pledges to users • Enhancing Performance Management • Inviting users to provide feedback • Maintaining lunchtime opening (reception only) • Developing on-line guidance and access to services
Having a legislative framework that supports the key functions	<ul style="list-style-type: none"> • Maintaining a rolling programme of law reform
Operating within budget	<ul style="list-style-type: none"> • Maintaining control over staff levels • Adhering to Central purchasing strategy • Ensuring value for money • Promoting time recording in selected cases • Implementing "user pays" where possible and maximising income

Annex C to Court Service 2010 Business Plan

Service Pledges

Acts of the Court

Acts of the Court will be issued following the making of any Order by a Court, as follows:

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Samedi & General:		
Act ordering Public Election	Next working day	95%
Convening Acts	Next working day	95%
Company Acts	5 working days	95%
Acts of the Royal Court	5 working days	95%
Minutes of Prison Board of Visitors	10 working days	95%
• Issue of Liquor & Gambling Licences:	Within 10 working days of grant	95%
• Court of Appeal:	Next working day	95%
• Family Matters:		
Date fix directions	5 working days	95%
Other Acts	5 working days	95%
Decrees nisi	10 working days	98%
Decrees absolute	5 working days	98%
• Interlocutory Matters:	3 working days	95%
• Magistrate's Court:		
Arrest Orders	2 working days	98%
Acts of Committal	2 working days	98%
Acts of Court completed	1 working day	98%
• Orders in Council:	Next working day	98%
• Petty Debts Court:	3 working days	98%
• Probate:		
Acts of Probate Division	5 working days	95%
Curatorship (Acts of Appointment)	5 working days	95%
Curatorship (Acts of Jurats' Appointment)	5 working days	95%
Issue of Grants of Probate & Letters of Administration	5 working days	98%
• Public Registry:		
Judicial Hypothecs	5 working days	95%
Wills of Immovables	12 working days	98%
Public Service & Water Notices	12 working days	98%
Powers of Attorney	12 working days	98%
• Intellectual Property Registry:		
Intellectual Property Certificates	3 working days	93%
Certificates of Eligibility	3 working days	93%

Court Hearings

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Contested civil matters:	Concluded within 2 years	80%

Court Hearings (continued)

• Applications by trustees for directions:	Heard within 6 months	95%
• Administrative appeals:	Heard within 4 months	95%
• Hearings for taking of evidence in relation to overseas civil or criminal matters, before the Greffier or Viscount:	Heard within 6 weeks of request	90%

Court Enforcement

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Enforcement of Royal Court & Petty Debts Court Judgments for Debt:	Enforcement procedure instigated within 2 working days of Act being lodged & registered	90%
• Service of Process:	Priority action ensuring that service is effected within the relevant statutory time period allowable (as below) prior to the first available court date	
Order of Justice	Personal service allowing 4 clear working days to court date	90%
Order of Justice (Héritage Division)	Personal service allowing 4 clear days to court date	90%
Family Division (petition for divorce or judicial separation)	Personal service prior to closing date of setting down of current list	90%
Separation & Maintenance (summons for local order)	Personal service allowing 4 clear working days to court date	90%
Expulsion summons to Petty Debts Court	Personal service allowing 4 clear working days to court date	90%
Witnesses to a Royal Court action	Service allowing 2 clear working days to court date	90%
Witnesses to a Petty Debts Court action	Service allowing 2 clear working days to court date	90%
All other Service of Process	Within relevant statutory time period applicable to the specific process (document/s)	90%
• Enforcement of Fines:	Payment completed in full or imprisonment imposed in lieu	95%

Assize Jury

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Service of summons to respective jurors:	Respond to queries regarding the duties of a juror within 24 hours Respond to requests for exemption from jury service within 24 hours	95%
• Jury <i>surveillant</i> duties:	Provide support & guidance to jury members for the duration of the trial	100%

Insolvency

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Secure premises:	Within 1 working day	100%
• Arrange for inventory of valuables & disposal of perishables:	Within 2 working days	95%
• Notice of Désastre declaration in Jersey Gazette:	Publication in Gazette Section within 3 working days of the declaration	98%
• Questionnaires to directors or personal bankrupts:	Sent within 3 working days of declaration & chased up after 7 days to arrange an appointment to discuss	95%
• Circulars to banks & identified UK creditors:	Notice of declaration sent within 7 days of declaration, follow up letter sent to banks after 21 days	95%
• Construct debtors' spreadsheet & proceed to recover funds owing:	Within 21 days of declaration – if no response, follow up letter after 14 days – disputed accounts to be copied to directors for comments	95%
• Filing of claims:	Logged & acknowledged within 3 working days, production of substantive response within 10 working days	95%
• Désastre search enquiries (free access to website at www.viscount.gov.je):	By telephone: immediate response By post: response within 3 working days By fax: response within 1 working day	98%
• Completion of first & second level Désastre (social & non-complex cases)	First level: within 18 months of declaration Second level: within 24 months of declaration	90%

Curatorship

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Notification of appointment of Curator to identified parties:	Within 2 weeks of receipt of Act of Court	90%
• Compilation of inventory of both real & personal property:	Within 90 days of the date of appointment	100%
• Production of annual accounts:	Within 30 days of the expiration of the period of 12 months from the date of appointment & upon each successive period of 12 months thereafter	100%
• Final accounts:	Within 30 days of cessation of the curatorship	100%
• Payment of accounts:	Pass to Accounts Section for payment prior to month end	100%
• Periodic contact with carers of interdicts:	Minimum quarterly or more frequently if the needs of the interdict require it	90%
• Enquiries:	By telephone: immediate response By post: response within 3 working days By e-mail: response within 1 working day	90%

Coroner

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
<ul style="list-style-type: none"> Review Police reports of sudden death, giving instructions for any necessary further enquiries: 	Working days: Same day Other days: Within 12 hours	100% 100%
<ul style="list-style-type: none"> Be available to give guidance to Police: 	Every day: Same day	100%
<ul style="list-style-type: none"> Order post-mortem examination or make other arrangements for clearance of the case after receipt of final Police report: 	Every day: Post-mortem cases - in time for next post-mortem examination session at the General Hospital Other cases - attempt contact with relevant doctor(s) on same day (NB Post-mortem examinations are normally only carried out on working days)	100%
<ul style="list-style-type: none"> Determine next step after post-mortem examination: 	Cases requiring basic post-mortem examination only - be available to speak to Consultant Pathologist after completion of examination: Working days: Same day Other days: Within 12 hours	100%
	Cases requiring forensic, histological, toxicological or other additional examination - consider results of such examination: Working days: Same day Other days: Within 12 hours	100%
<ul style="list-style-type: none"> Clear non-inquest cases after oral report from Consultant Pathologist, releasing the body: 	Every day: Notify mortuary & funeral directors within half a day	100%
<ul style="list-style-type: none"> Be available to discuss borderline or difficult cases with Medical Officer of Health, GPs & hospital doctors: 	Every day: Within half a day	100%
<ul style="list-style-type: none"> Issue body importation & exportation permits: 	Working days: To meet reasonable needs of funeral directors Every day: Emergency cases only - to meet reasonable time limits on same day	100%
<ul style="list-style-type: none"> Consider requests for organ donation: 	Every day: Within 3 hours	100%
<ul style="list-style-type: none"> Release bodies in inquest cases: 	Every day: Release within half a day of meeting all legal requirements Working days: Actively review & pursue every case every day when a body has not been released Unlawful killing cases: Meet local (Bailiff's Chambers) & national (MoJ) target for release of body within 1 month	100%

Coroner (continued)

• Set dates for inquest openings:	Working days: Same day as need is identified & required preconditions met, set date to ensure no delay in cremation or application for grant of probate	100%
• Set dates for full/concluding inquest hearings:	Working days: Subject to families' wishes & legal requirements, within 3 weeks of receipt of all reports set date for earliest date all witnesses are available	100%
• Issue post-inquest documentation:	Working days: Within 2 days (sooner if cremation authorisation is urgently required)	100%
• Sign Registers of Death:	Working days: Within 2 days of request by Registrar	100%

Service Requests

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• General:		
Enquiries by letter	Response within 5 working days	98%
Enquiries by telephone/fax	Response within 5 working days	98%
Enquiries by e-mail	Response within 3 working days	98%
Enquiries in relation to sittings of the Courts	Response within 1 working day	98%
• Document searches & supply of photocopies:	Response within 10 working days	98%
• Processing applications for Legal Aid disbursements & payments by Judicial Greffe:	Within 5 working days of application (for forwarding to Treasury)	95%
• Issuing certificates of exemption from payment of judicial fees:	Actioned within 1 working day	95%

Appointments

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Interlocutory Services:		
Appointment to fix date for a hearing before Greffier Substitute	Within 3 working days of request	98%
• Probate Registry:		
Initial interview	Within 5 working days of first contact	95%
Formal appointment	Within 6 weeks of initial interview	95%
• Public Registry:		
General	Open access	100%
Cancellation of Acts	Within 4 working days of request	98%

Administrative Services

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Cheque payments for suppliers, lawyers & compensation beneficiaries:	Cheques available for collection or posted within 48 hours of scheduled payment date	90%

Administrative Services (continued)

<ul style="list-style-type: none"> • Payment to lawyers & litigants in person following enforcement of Royal Court & Petty Debts Court judgments: 	Payment will be made within 15 days of clearance of funds	90%
<ul style="list-style-type: none"> • Holding of bail moneys of £1,000 or more on interest-bearing deposit account: 	<p>Sums of £1,000 or more to be held on interest-bearing deposit accounts</p> <p>Instructions issued to bank to place bail of £1,000 or more on deposit within 5 working days of receipt of bail</p> <p>Bail sums deposited on interest-bearing accounts will be paid out within 5 working days after maturity, following request from bailor</p>	<p>100%</p> <p>98%</p> <p>98%</p>
<ul style="list-style-type: none"> • Processing of suppliers' accounts for Désastre & Curatorship matters: 	Accounts will be settled by the end of the first week of the month following receipt of the invoice	90%
<ul style="list-style-type: none"> • Processing of suppliers' accounts: 	Within 10 working days of receipt (for forwarding to Treasury)	98%
<ul style="list-style-type: none"> • Opening hours: 	Both Departments will be staffed between 8.45am & 5.15pm (Mon-Thurs), 8.45am & 4.45pm (Fri); reception open lunchtime for delivery/collection	100%

Annex D to Court Service 2010 Business Plan

Court Service Client Charter

Code of Corporate Governance:

The Court Service believes that its business should be conducted to the highest standards of corporate governance, based on the seven principles of public life:

- selflessness,
- integrity,
- objectivity,
- accountability,
- openness,
- honesty,
- leadership.

Our Core Values:

1. We understand and support the role of an independent judiciary as a mainstay of the Constitution.
2. We treat all our clients with courtesy, respect and dignity by providing services that meet their needs.
3. Our staff are our most valued resource, who deserve trust, honesty, fair and equal treatment, and opportunities for personal development. It is only through this approach that loyalty, quality work and teamwork can be expected.
4. Each of us takes ownership of, and responsibility for, our organisation and its success.
5. We will conduct our business to the highest standards of ethical and professional behaviour. We will act with integrity, impartiality and fairness at all times.
6. We will be satisfied with nothing less than the best in all that we do.
7. We embrace creativity and innovation, continually seeking new ways of doing things better, and of achieving better value for money.

Service Standards when we Meet you:

1. Our staff will greet you in a courteous and professional manner.
2. Our staff will, if required, discreetly deal with your issue and use private facilities where available.
3. Our staff will endeavour to attend to you within 10 minutes at peak periods. Waiting times may vary, depending on the availability of staff, but will normally be shorter during non-peak periods.
4. Information such as brochures on the court process will be made available to

assist clients (such materials will also be available on-line).

Service Standards if you Telephone:

1. Our staff will endeavour to answer your call immediately.
2. Our staff will greet you in a friendly manner and identify their name or position when dealing with your inquiry.
3. Our staff will assist with your inquiry as much as possible. However, if complete information is not available at the time, we will call you back as soon as possible.
4. If the person you need is not available when you telephone, another staff member will try to assist with your inquiry or arrange for you to leave a voice-mail for the requested person.

Service Standards if you Write:

1. Our staff will reply to or acknowledge your written or e-mail correspondence as soon as possible, but will endeavour to respond within 5 working days (3 days for e-mail).
2. Our replies will identify the writer's name and or position, and a direct telephone extension number should you need to contact the writer.
3. Our replies will be in clear language that is understandable and concise.

Our Obligations to you:

1. Our staff are not able to provide legal advice. If you require legal advice, you should direct questions to a legal practitioner.
2. The safety of all persons visiting our premises will be a high priority at all times.
3. Clients with special needs will receive our support to ensure they are not disadvantaged in accessing our services.
4. We place a high priority on community involvement in reform of the justice system.
5. We welcome feedback on our Client Charter and all aspects of the services we provide.



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